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POSITION EVALUATION DIVISION

SUMMARY OF

ANNUAL REPORT

(1 July 1954 - 30 June 1955)

SECTION 1. Major Accomplishments and Significant Development During Fiscal Year 1955.

The purpose of the Position Evaluation Program is to achieve and maintain a sound occupational and salary structure for Agency positions. This program must provide for equitable CIA salary alignment with compensation levels within and outside the Federal Government and be responsive to the unusual job characteristics and employment situations encountered in CIA.

Major items of work accomplished during the past year include the preparation and maintenance of the Agency Occupational Handbook of Position Titles and Codes, which defines and codifies all types of positions in CIA; the review and classification approval of new and changed Tables or Organization; position analysis surveys of both occupational and organizational nature; the development, coordination, and publication of CIA Position and Qualification Standards; the processing of individual position and personnel actions involving desk audit and evaluation of existing and proposed positions; the preparation of staff studies in the field of salary and wage administration, or related thereto.

A statistical summary of major activities is as follows:

POSITION ANALYSIS SURVEYS - 18% Workload  
COMPLETED

Organization

No. Positions Covered

DD/S Area

Audit Staff  
Office of Security - Field  
Office of the Comptroller, Fiscal Division  
Office of Personnel ---  
PAS  
CIA Credit Union  
Office of Logistics - Field  
Management Staff --  
Records Management Division  
Regulations Control Staff  
Office of Communications - Headquarters  
- Field

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Organization

No. Positions Covered

DD/I Area

Office of Research and Reports  
 Coordination Area  
     Basic Intelligence Division  
 Office of Current Intelligence  
 Office of Collection and Dissemination  
     SRD - Barton Branch  
 Office of Operations  
     Contact Division - Index Branch  
     FDD - Scientific and Technical Branch  
         Reports Branch, P & S Section

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DD/P Area

WE Division - Field  
 EE Division - Field

TOTAL

POSITION AND QUALIFICATION  
 STANDARDS COMPLETED  
 AND/OR PUBLISHED

7% Workload

Standards

Number

Position Standards Published  
 Position Standards Completed, Coordinated,  
     and Pending Publication  
 Position Standards Completed and Being  
     Coordinated  
 Standard Job Descriptions Completed and  
     Being Coordinated  
 Interim Qualification Standards  
     Being Coordinated

6

4

10

11

41

TOTAL

72

INDIVIDUAL POSITION AND PERSONNEL  
 ACTIONS

= 22% Workload

Review of selected individual personnel  
 actions affecting assignment, reassign-  
 ment, promotion, or other action.

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Total Number for Period

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MAJOR  
TABLE OF ORGANIZATION REVIEW  
AND DISTRIBUTION

- 15% Workload

<u>Organization</u>	<u>No. of Positions</u>	<u>Purpose</u>
DD/S Area		Primarily reorganization.
DD/I Area		Reorganization.
DD/P Area		Primarily Reorganization.

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SPECIAL STUDIES AND STAFF  
SERVICES

- 21% Workload

Preparation and coordination of regulations, handbooks, and other guides. Preparation of analytical studies on current problems having classification implications, including CIA Supergrade structure, promotion policies, executive development-personal grade plan, etc.

Total Major Studies During the Period - 11

SECTION 2. Objectives for Current Year and Status of Current Program  
(1 July 1955 - 30 June 1956)

Our existing compensation and Position Evaluation System must be revised to increase its flexibility to meet agency staffing requirements and to conform to the concepts of the Career Service Program. Our objective, therefore, is to make modifications in order to meet these specific requirements:

- a. Provide compensation sufficient to attract and retain individuals of the type and occupation required.
- b. Assure equity in compensation among Agency personnel.
- c. Provide flexibility sufficient to recognize the non-standard requirements imposed upon certain Agency personnel - the Career Service concept of serving where, when, and in the capacity in which needed.
- d. Be able to withstand scrutiny by Agency officials as well as outside-authorized officials from the standpoint of proper expenditure of personnel service funds.
- e. Provide a salary control mechanism as desired by the DD/S.
- f. Include occupational analysis of agency positions in order that logical progressions can be determined and that experience in the Agency can be properly codified to be available for filling emergency requirements as well as providing a basis for efficient utilization of personnel resources.

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g. Be easily understood and of practical use to the operating official in enabling him to succeed in his role as a personnel manager.

A statistical summary of current status and program plans for the period 1 July 1955 - 30 June 1956 is as follows:

POSITION ANALYSIS SURVEYS  
IN-PROCESS AND PROPOSED

- 18% Current  
Workload

Organization

No. Positions

DDS/Area

Office of Security  
Office of Training  
Office of the Comptroller  
Finance Division

DD/I Area

Office of Research and Reports  
Economic Research Area  
Office of Collection and Dissemination  
Library Division  
Industrial Register  
Biographic Register  
Office of Scientific Intelligence

DD/P Area

SR Division  
FE Division  
CI Staff

POSITION STANDARDS  
IN-PROCESS AND PROPOSED

- 7% Current  
Workload

	<u>Number</u>
Position Standards In Process	18
Standard Job Descriptions in Process	4
Proposed Publication of Standards	14
Proposed Publication of Standard Job Descriptions	11
Proposed Publication of Interior Qualification Standards	41
Proposed Initiation of Standards	10
Proposed Initiation of Standard Job Descriptions	20

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INDIVIDUAL POSITION AND PERSONNEL ACTIONS - 22% Current  
Workload

There is no current backlog of position and personnel actions. Day-to-day flow of individual actions will be given prompt attention as required. Extension of the survey program will be aimed at keeping individual actions and problems at a minimum.

TABLE OF ORGANIZATION REVIEW AND DISTRIBUTION - 15% Current  
Workload

Approximately 50 T/O requests are in process of review and approval. Assuming continuance of current rate of requests this category will continue to occupy substantial portion of staff time.

SPECIAL STUDIES AND STAFF SERVICES - 21% Current  
Workload

Eleven major studies are in various stages of completion. It is anticipated that such studies will continue to occupy a major portion of staff time.

SECTION 3. Program Outlook for Budget Year  
(1 July 1956 - 30 June 1957)

A. Compensation and Position Evaluation System:

If anticipated changes in the present compensation and position evaluation system are made during the current year our major goal will be to convert to the new compensation and position evaluation system. Changes involved will be concerned with procedural details and technical changes required to insure greater equity and flexibility. We do not anticipate that they will change the substantive nature of our work.

B. Position Analysis Survey Objectives:

Surveys during the budget year will be aimed at increasing coverage of positions with position descriptions, towards the ultimate goal of securing complete coverage. At such time as this goal is reached, our plan is to establish a periodic review, probably on an annual basis, of all positions in the Agency, to insure currency of all descriptions. In achieving this goal, we propose to utilize all short cuts and simplified methods possible, including the modification of existing descriptions to indicate changes, the use of standard position descriptions where applicable, the use of the identical additional technique, the transfer of existing position descriptions when that is possible, etc.

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C. Position Standards Objectives:

The objective of the position standards program will be to increase the coverage of position standards, with the ultimate objective of securing relatively complete coverage of all Agency positions with standards. Such standards will be as concise, flexible and comprehensive as possible, in order to provide the highest degree of equity consistent with the nature of Agency operations. All practicable standards development techniques will be utilized, including charts, point rating, factor evaluation and comparison methods.

D. Individual Position and Personnel Actions:

During the budget year individual position and personnel actions will be processed as required in as prompt a manner as possible. The increasing coverage of positions by surveys will presumably, however, reduce the volume of such actions.

E. Table of Organization Review and Distribution:

Under any proposed changes in the present personnel system, this major category of work will continue to require attention of the Division, though possibly on a more limited basis. Complete coverage of Agency positions with position descriptions should simplify the processing of T/O changes, since relationships to previous organizations would be somewhat clearer.

F. Special Studies and Staff Services:

Special Studies will undoubtedly be required to refine the Agency Position Evaluation and Compensation Program in keeping pace with latest developments of the Career Service Program. Additional compensation benefits for unusually undesirable assignments or those involving severe physical hazards, etc. will continue to be explored to achieve the goal of equitable pay for conditions of work performance. Further studies will be directed towards determining appropriate compensation for "hard-to-fill" positions such as those in specialized scientific fields or requiring unique operational experiences. Also it is anticipated that special Executive Pay Plans may be developed in recognition of the necessity for realistic compensation of key Agency personnel.

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POSITION EVALUATION DIVISION

ANNUAL REPORT

(1 JULY 1954 - 30 JUNE 1955)

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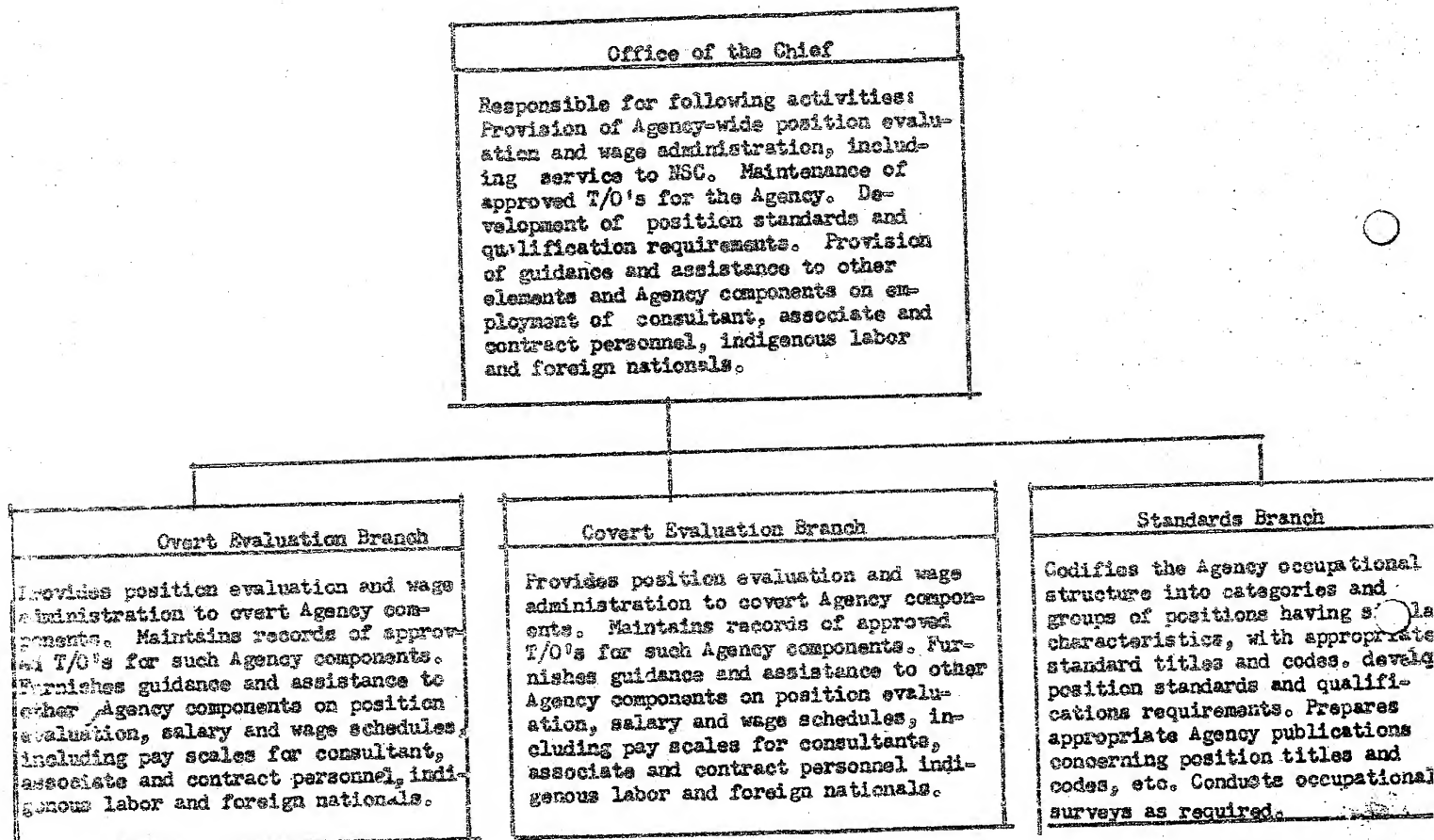
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Organization and Functions



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**POSITION EVALUATION DIVISION**

**ANNUAL REPORT  
(1 July 1954 - 30 June 1955)**

**SECTION 1. Major Accomplishments and Significant Development During  
Fiscal Year 1955.**

**A. Introduction:**

The purpose of the Position Evaluation Program is to achieve and maintain a sound occupational and salary structure for Agency positions. This program must provide for equitable CIA salary alignment with compensation levels within and outside the Federal Government and be responsive to the unusual job characteristics and employment situations encountered in CIA.

Major items of work accomplished during the past year include the preparation and maintenance of the Agency Occupational Handbook of Position Titles and Codes, which defines and codifies all types of positions in CIA; the review and classification approval of new and changed Tables of Organization; position analysis surveys of both occupational and organizational nature; the development, coordination, and publication of CIA Position and Qualification Standards; the processing of individual position and personnel actions involving desk audit and evaluation of existing and proposed positions; the preparation of staff studies in the field of salary and wage administration or related thereto, such as studies of the Agency T/O system and the promotion program.

**B. Following is a distribution of the percentage of total staff time spent on the various activities during the reporting period:**

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<u>Category</u>	<u>Characteristics</u>	<u>Time Percentage</u>
1. Position Analysis Surveys	Collection, recording, and analysis of duties and qualification requirements for all positions in particular organizational components or occupational categories. Presentation of classifications determined upon and coordination of results with Office concerned. Preparation of survey reports.	18%
2. Position Standards	Intensive analysis of positions in particular occupational categories. Preparation of summary statements of the essential characteristics of the levels of work, qualifications required, and the lines of progression. Coordination of these products.	7%
3. Individual Position and Personnel Actions	Review of selected individual personnel actions in terms of equity and propriety. Such actions are those in which there are unresolved classification questions requiring desk audits and preparation of descriptions.	22%
4. Table of Organization Review and Distribution	Position analysis review of T/O proposals and preparation of CP recommendations to DD/S. Distribution of approved T/O's and control of T/O records.	15%
5. Special Studies and Staff Services	Preparation and coordination of regulations, handbooks, and guides on wage administration matters. Staff support to D/P on the CIA Supergrade Structure. Comments on applicability to PED Program of legislative and other proposals. Analytical studies on current problems of concern to PED, such as promotion policies, the executive development-personal grade plan, pay incentives, grade progression. Extension of machine tabulation methods in the presentation of information about occupational structure of Agency Components. Staff assistance to operating offices on position problems.	21%

(The remaining staff time was divided between formal training within the Agency, leave, and details to other OP Divisions.)

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C. Position Analysis Surveys - 18% Workload Factor

Surveys conducted during the period, as listed in detail in Annex 1, covered a wide variety of agency activities. Surveys for the most part were based on specific requests from operating offices and the need to provide adequate material for position standards.

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The survey of [REDACTED] OTR, [REDACTED] positions, which is nearly completed, has revealed an area of difficulty which has not yet been completely solved. Particularly controversial and of concern to Office of Training, is the method of determining grade level for instructor positions. Since the objective is to attract instructors possessing operational experience and depth (usually of the Deputy Station Chief level) to conduct adequate training in intelligence operations, the traditional method of determining grade on the basis of difficulty of teaching work is not fully satisfactory. Therefore, a liberal approach in grade authorizations has been taken to provide compensation adequate for experienced personnel for key operational courses. However, a formal and systematic classification method for this purpose remains to be developed and put into use.

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25X1A6a

Field surveys were made of field stations in the WE, EE, and SE Divisions and Office of Communications areas during the reporting period. At the request of the Director of Communications, a representative of the Division accompanied representatives of the Office of Communications during the dates January 2 to March 2, and conducted partial position evaluation surveys at four communications areas of Europe: [REDACTED]. During June 1955, at the request of the [REDACTED] Mission and the EE Division, a joint Position Evaluation and Management Team visited the [REDACTED] Mission area to give technical assistance in the preparation of a T/O which would enable the [REDACTED] Station to decentralize, regroup functions and conduct an orderly reduction in size. In view of the limited time available, efforts were devoted primarily to reviewing overall functions, key positions, and unresolved grade cases. Classification problems developed in the decentralization of administrative responsibilities to the major bases, and in the grades of branch chiefs, and individual case officers or agent handlers. These problems were substantially solved, although further study is necessary on the case officer problem. A problem still remains in the clerical field since grades for the same basic work are somewhat higher in the field than at headquarters. In 1952, GS-5 was established as the base grade for overseas clerical positions to provide "incentive" for overseas service.

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With numerous promotions there has been a substantial increase of overseas clericals, GS-6, and pressure for many more GS-7 positions. The reassignment of the high graded clericals upon return to Headquarters has not been easy and will increase in difficulty in the future. The classification implications of this problem will require consideration. Major surveys in the DD/I area include the Economic research Area, ORR, the Office of Collection and Dissemination, and the Office of Current Intelligence. These DDI surveys provide adequate coverage of some 600 positions.

D. Position Standards - 7% Workload Factor

Standards completed during the period or nearing completion (Annex 2), will provide a practical basis for making classification and qualifications determinations for a substantial portion of the Agency's positions in a continually increasing number of occupations. Standards now apply to all major components. In the DD/P area, standards for Document Analysts, Budget Officer, Finance Officer, and Intelligence Analyst provide coverage of fairly critical areas. Standard Position Descriptions for Reports Officers, which have received preliminary approval by FI Requirements Staff, will provide our first coverage of major operational positions. Standard Position Descriptions for Area Operations Officers, nearing completion, will provide additional operational coverage.

To provide a satisfactory basis for qualifications review of personnel actions by Personnel Assignment Division, this Division continued the program of developing "Interim Qualification Standards". To the extent practicable, these standards will be subsequently replaced by complete Position Standards which are more adequate for qualifications as well as classification determinations. Due to survey commitments, the pressure for T/O processing, and the conduct of special staff studies, a smaller percentage of staff effort was devoted to the standards program than is considered desirable. The simplification and condensation of standards and development of standards covering a large number of occupational categories (such as the Clerical Evaluation System which will cover some [redacted] clerical positions) has counteracted to some extent the limited man-hours available. The assignment of additional professional and clerical personnel to the Standards Branch will enable this program to be more productive and should increase the overall effectiveness of the position evaluation program.

E. Individual Position and Personnel Actions - 22% Workload Factor

The percentage of time devoted to this category is significantly smaller

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than for previous years when it represented approximately 50% of total activity. The Division continued to examine personnel actions affecting positions "flagged" due to problems concerning their classification. In addition, it examined other positions upon specific request from operating offices - e.g. career service and promotion actions.

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During the period [redacted] individual personnel actions were processed, a substantial portion of which involved individual desk audits and the preparation and allocation of position descriptions. Statistics indicate that a significant proportion of the total number of position descriptions produced result from this category of activity. Consequently, despite the emphasis upon surveys, it continued to be a fruitful means of documenting Agency positions, [redacted] descriptions being produced in this manner. Although not a direct classification responsibility, the service designation determination for positions, particularly in the DD/P area, became a matter for our attention in connection with individual personnel actions, inasmuch as determination of the occupational characteristics of each position is significant in establishing its service designation.

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F. Table of Organization Review and Distribution - 15% Workload Factor:

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Annex 3 hereto reveals that major T/O revisions including more than [redacted] positions were processed. A total of approximately 1102 requests involving from one to fifteen positions each were reviewed, processed, and disseminated. A number of organizations proposed new Tables of Organization to reduce authorized positions to their ceiling figure. This type of activity has required careful classification review to maintain classification integrity of the revised Table of Organization. The problem is highlighted by one proposed downward revision of a three hundred position Table of Organization in which the operating office requested that sixty-nine low grade positions be abolished and that ten percent of the remaining positions be changed to higher grades. To facilitate the processing of this type of request, published Agency position standards have been helpful in providing a mutually acceptable basis for resolving differences.

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Some assistance has been provided by the publication of Agency Regulation [redacted] Tables of Organization, which specifies that job information will accompany requests for T/O changes. However, numerous major organizational changes are of such stated priority and immediacy that they must be approved subject to receipt of job information at a later date. This operating procedure, of course, requires considerable follow-up on the part of the Division and dictates the character of a substantial portion of our future workload.

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During the period the trend of the average grade of each component's Table of Organization was closely observed and comparisons made over a five-year period. The ever-increasing grade level and its budgetary significance were pointed out to operating offices in connection with Table of Organization changes. Within the DD/I Area, operating offices adopted the approach of maintaining existing average grades to the greatest extent possible during the development of new T/O's.

The well-timed follow-up of approved T/O proposals through the conduct of position analysis surveys or the evaluation of position descriptions prepared by the Component concerned is becoming increasingly important. Currently, approximately 500 descriptions are in process of preparation by operating components as an aftermath to tentative T/O approval. A complete survey of the Office of Training, including [REDACTED] positions, which is now substantially completed, was undertaken pursuant to tentative T/O approval.

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Staff members are now participating to a substantial degree in the initial planning of T/O revisions through the rendering of classification advice to operating officials. In two cases, Foreign Documents Division, OO, and OOI, classification surveys were completed preliminary to formal submission of the T/O revision proposal.

Review of Project Tables of Organization continues, and efforts to obtain better documentation, though frequently verbal, are quite fruitful.

G. Special Studies and Staff Services - 21% Workload Factor:

Representative studies accomplished by the Division are listed in Annex 4. As will be noted therein, the Division has been called upon to resolve certain problems in the field of Personnel Management that are much broader than the normal position evaluation function.

A wide variety of staff services were provided to operating components of the Agency, to Career Service Boards, and to other components of the Office of Personnel. Continuing consultations were held with representatives of offices serviced to answer questions and give information concerning the position evaluation program and to resolve individual position problems. Job information and recommendations based on desk audits were provided various Career Service Boards upon their request. Recommendations were given to Personnel Assignment Division concerning items such as proper salary and wage rates applicable to personnel actions, normal promotion progression for various types of positions, and informal qualification requirements for positions not yet covered by official issuances. During the period a large number of personnel from outside the Division were given orientation and briefing with respect to our program.

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These staff services occupied significant amounts of staff time and must be considered an integral part of our program if we are to provide adequate service in position evaluation activities.

**SECTION 2. Objectives for Current Year and Status of Current Program  
(1 July 1955 - 30 June 1956)**

**A. Compensation and Position Evaluation System:**

On the basis of our past experiences, consultations with responsible Agency Officials and reports of studies of Agency Salary and Wage Administration, a definite conclusion can be drawn. Our existing compensation and Position Evaluation System must be revised to increase its flexibility to meet Agency staffing requirements and to conform to the concepts of the Career Service Program. Our objective, therefore, is to make modifications in order to meet these specific requirements:

1. Provide compensation sufficient to attract and retain individuals of the type and occupation required.
2. Assure equity in compensation among Agency personnel.
3. Provide flexibility sufficient to recognize the non-standard requirements imposed upon certain Agency personnel -- the Career Service concept of serving where, when, and in the capacity in which one is needed.
4. Be able to withstand scrutiny by Agency officials as well as outside Authorized officials from the standpoint of proper expenditure of personnel service funds.
5. Provide a salary control mechanism as desired by the DD/S.
6. Include occupational analysis of agency positions in order that logical progressions can be determined and that experience in the Agency can be properly codified to be available for filling emergency requirements as well as providing a basis for efficient utilization of personnel resources.
7. Be easily understood and of practical use to the operating official in enabling him to succeed in his role as a personnel manager.

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B. Position Analysis Survey Objectives:

Current status is indicated in Annex 1. During the current year the principal survey objectives include:

DD/I Area

Economic Research Area of ORR  
Library Division of OCD  
Industrial Register of OCD  
Office of Scientific Intelligence

DD/S Area

Office of Training  
Office of Security  
Finance Division, Office of the Comptroller

DD/P Area

Soviet Russia Division Headquarters  
Far East Division Headquarters  
CI Staff

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Other surveys, including other major offices and divisions will be initiated during the year as the workload and progress on these surveys permits. It is expected that annotations to existing descriptions and the development of standard position descriptions for Reports Officer, Area Operations Officer, Paramilitary Officer, Operations Officer, PP, Intelligence Officer, FI, Operations Officer, CE, and clerical positions will facilitate more comprehensive surveying of the DD/P Area.

C. Position Standards Objectives:

Current status is indicated in Annex 2. During the current year standards objectives include the publication of all completed standards and the publication of all standard position descriptions completed or in process (Annex 2). In addition, it is anticipated that 10 or more standards projects will be initiated, including standards for covert area positions, depending on the availability of additional professional personnel for the Standards Branch.

D. Individual Position and Personnel Actions:

There is no current backlog of position and personnel actions. However, staff members will be made available to handle the day-to-day flow of individual actions and individual problems which require prompt action. Extension of the survey program will be aimed at keeping both individual actions and individual problems to a minimum.

E. Table of Organization Review and Distribution:

This major work category will continue to occupy a high priority and

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major T/O revisions in numerous areas. Under the relatively unrestricted limitations on requests by operating components for T/O changes, the Division generally has from 50 to 60 T/O requests in the process of review and approval at any one time.

Although progress has been made in adjusting office T/O's so that the ceiling and number of positions coincide, a recent trend within the DD/P and DD/S Areas of requests for increases in T/O's without concomitant increases in ceiling has been noted. If this practice continues, classification difficulties will recur inasmuch as it is generally not possible to determine which T/O positions are to be filled and which positions will remain vacant due to ceiling requirements, thus resulting in an artificial shifting of duties of the vacant positions among the filled positions.

F. Special Studies and Staff Services:

Special Studies relating to the proposed "Class" system, the Executive Development and Personal-Grade Plan, the Double Step Increase Pay Incentive, and Grade Progression are currently being refined and revised, and the Division is collaborating with the Management Staff and other components of the Office of Personnel in the development of a revised manpower control system.

In the current year it can be expected that studies and recommendations on the CIA Supergrade Structure will be requested of the Division. In addition, existing supergrade allocations which have been in effect for varying lengths of time will be reviewed and documentation for each position prepared.

Existing machine records reports concerning Component grade distributions, average Office grades, and our analysis concerning the significance of trends noted in the reports will be provided to Agency Officials. Studies with respect to extending the Service Designation to become an integral part of position titles are anticipated.

In the field of regulatory issuances, active participation in the development and coordination of [REDACTED] Position Evaluation Program; [REDACTED] Pay Determination; and other Personnel Regulations is contemplated.

Some progress has been made in identifying military positions on Tables or Organization, but considerable more policy and procedural work remains before this item is fully clarified and T/O's are more definitive as to type of position.

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G. General Objectives:

Identification of Area and Language skills for positions analyzed either by T/O review or during position analysis surveys.

Continuance of overseas field trips to conduct surveys or to render staff assistance on classification matters.

Complete the staffing of the Division with professional personnel experienced in salary and wage administration, and knowledgeable of Agency operations and job characteristics, who will provide objective position evaluation services to operating offices and Career Boards.

SECTION 3. Program Outlook for Budget Year  
(1 July 1956 - 30 June 1957)

A. Compensation and Position Evaluation System:

If anticipated changes in the present compensation and position evaluation system are made during the current year our major goal will be to convert to the new compensation and position evaluation system. Changes involved will be concerned with procedural details and technical changes required to insure greater equity and flexibility. We do not anticipate that they will change the substantive nature of our work.

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ANNEX 1

Position Analysis Surveys In Process and Completed

Organization

Number of Positions Covered

DD/S Area

Audit Staff  
Office of Security  
Field Positions  
Office of the Comptroller  
Fiscal Division  
Office of Personnel  
PAS  
CIA-Credit Union  
Office of Logistics

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Management Staff  
Records Management Division  
Regulations Control Staff  
Office of Training - Reorganization  
- 4 Staffs  
Office of Communications  
Headquarters  
Field

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DD/I Area

Office of Research and Reports  
Coordination Area  
Basic Intelligence Division  
Economic Research Area  
Materials Division  
Office of Current Intelligence  
Office of Collection and Dissemination  
SRD - Barton Branch  
Biographic Register  
Office of Operations  
Contact Division - Index Branch  
FDD - Scientific and Technical Branch  
Reports Branch, P&S Section

DD/P Area

WE Division - Field  
EE Division - Field

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Total

\* In process nearing completion.

In addition to the above, 408 positions were discussed with supervisors at Headquarters and

Joint Position Evaluation - Management survey trip to give technical assistance in the preparation of a T/O which would enable the decentralize and conduct an orderly reduction in size.

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ANNEX 2

Status of Position Standards

I. Standards Published During the Period:

<u>Occupational Code</u>	<u>Positions Covered</u>
GS-0308.03	Communications Technician (Cryptography)
GS-0388.03	Communications Technician (Radio)
GS-0136.62	Documentation Officer and Analyst
GS-0150.01	Geographer
GS-0150.02	Geographer (Cartography)
GS-0816.01	Cartographic Draftsman

II. Standards Completed During the Period, Coordinated and Currently Pending Publications:

<u>Occupational Code</u>	<u>Positions Covered</u>
GS-0132.35	Intelligence Analyst Series
GS-0221.00	Pos. Class. & Wage Series
GS-0560.00	Budget Administration Series
GS-0510.14	Finance Officer Series

III. Standards Completed During the Period and Currently being Coordinated:

<u>Occupational Code</u>	<u>Positions Covered</u>
GS-0132.48	Foreign Documents Officer
GS-2131.00	Freight Traffic Series
GS-1121.00	Communications Series
GS-0132.31	Biographic Analyst/Officer
GS-0132.32	Industrial Analyst/Officer
GS-0132.23	Dissemination Officer/Asst.
GS-1410.00	Librarian
GS-2030.00	Storage Series
(35 Clerical Series)	Clerical Evaluation Pattern

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IV. Standard Job Descriptions Completed During the Period and Currently Being Coordinated:

<u>Occupational Code</u>	<u>Positions Covered</u>
GS-0132.44	Reports Officer
GS-0136.01	Area Operations Officer
GS-0318.01	Secretary (Steno)
GS-0318.02	Secretary (Typ)

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IV. CONTINUED

GS-0318.03	Secretary
GS-0301.26	Clerk
GS-0312.01	Clerk Stenographer
GS-0322.01	Clerk Typist
GS-0301.27	Intelligence Clerk
GS-0301.28	Intelligence Assistant
GS-0301.29	Intelligence Clerk (Steno)

V. Standards in Process of Preparation:

<u>Occupational Code</u>	<u>Positions Covered</u>	<u>% Completed</u>
GS-0211.03	Position Inventory Clerk	90%
GS-0132.44	Reports Officer	95%
GS-0544.00	Time, Leave and Pay-Roll Series	90%
GS-0132.43	Current Affairs Officer	85%
GS-0306.00	Records Management Series	75%
GS-0132.46	Requirements Officer	75%
GS-0100.00	Intell. & Social Science Group	85%
GS-0301.28	Intelligence Assistant	50%
GS-0322.00	Clerk-Typist Series	95%
GS-0305.00	Mail and File Series	50%
GS-0318.00	Secretary Series	25%
GS-0312.00	Clerk-Stenographer Series	25%
GS-0132.33	Graphics Analyst/Officer	50%
GS-0132.34	Document Analyst/Officer	10%
GS-0201.01	Personnel Officer	15%
GS-0113.02	Financial Economist	15%
GS-0136.01	Area Operations Officer	25%
GS-0305.13	Information Control Clerk & Asst.	5%

VI. Standard Job Descriptions in Process of Preparation:

<u>Occupational Code</u>	<u>Positions Covered</u>	<u>% Completed</u>
GS-0136.11	Paramilitary Officer	10%
GS-0136.31	Operations Off, PP	10%
GS-0136.51	IO-FI	10%
GS-0136.52	Operations Off, CE	10%

VII. Interim Qualification Standards Developed and Currently Being Coordinated:

<u>Occupational Code</u>	<u>Title</u>
GS-0010.01	Editorial Clerk
GS-0132.00	Intelligence Production Series
GS-0180.01	Psychologist (Clinical)
GS-0180.02	Psychologist (Agent Assessment)

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VII. CONTINUED

GS-0180.03	Psychologist (Personnel Selection & Evaluation)
GS-0180.04	Psychometrist
GS-0201.01	Personnel Officer and Assistant
GS-0202.01	Personnel Research Officer and Analyst
GS-0203.00	Personnel Clerical Series
GS-0211.04	Appointment Clerk
GS-0211.05	Appointment Clerk (Typing)
GS-0318.01	Secretary (Stenography)
GS-0318.02	Secretary (Typing)
GS-0318.03	Secretary
GS-0322.01	Clerk-Typist
GS-0500.00	Accounting, Fiscal & Budget Clerical Positions
GS-0510.00	Accounting Series
GS-0855.04	Electronic Engr (Radio)
GS-0855.06	Electronic Engr (Wire Communications)
GS-0211.06	Personnel Transactions Clerk
GS-0211.07	Personnel Transactions Clerk (Typing)
GS-0301.03	Administrative Officer
GS-0301.09	Administrative Services Officer
GS-0301.26	Clerk
GS-0301.28	Intelligence Assistant
GS-0303.00	Organization & Methods Examining Series
GS-0312.01	Clerk-Stenographer
GS-0212.00	Placement Series
GS-0301.02	Administrative Assistant
GS-2001.01	Supply Officer and Assistant
GS-2001.02	Supply Clerk
GS-2010.01	Logistics Officer and Assistant
GS-2020.01	Procurement Officer and Assistant
GS-2020.02	Purchasing Agent
GS-2020.03	Procurement Clerk
GS-2040.01	Property and Supply Officer and Assistant
GS-2040.02	Property and Supply Clerk
GS-0645.00	Medical Technician
GS-0136.01	Area Operations Officer
GS-0132.44	Reports Officer
GS-0136.11	Paramilitary Officer

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ANNEX 3

MAJOR T/O's PROCESSED DURING THE PERIOD

<u>Organization</u>	<u>Number of Positions</u>	<u>Purpose</u>
<u>DD/S Area</u>		
Office of Logistics		To implement results of Position Analysis Survey
Management Staff		Reorganization
Audit Staff		Reorganization
Office of Training		Reorganization
25X1A [REDACTED]		Reorganization
Office of Security		Reorganization 25X9A2
Office of the Comptroller		Reorganization
Office of Personnel		Reorganization
Office of Communications		Reorganization
<u>DD/I Area</u>		
OO - [REDACTED]		Reorganization
STATSPEC - FDD		Reorganization
OOD		Reorganization
ORR		New Organization
OCI - Graphics Branch		Reorganization
OSI - Physics and Electronic Div.		Reorganization
<u>DD/P Area</u>		
WE Division		Reorganization
Field		Reorganization
FE Division		Reorganization
Field		Reorganization
EE Division		Reorganization
Field		Reorganization
SE Division		Transfer and reorganization
CI Staff		Establishment

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FI Staff

RI Division

PPOS

TSS

IO Division

PFC

TOTAL

Reorganization

Reorganization

Reorganization

New T/O - Reorganization

Reorganization

Reorganization

25X9A2

NOTE: Total T/O revisions included approximately 1100 requests involving over [REDACTED] positions.

25X9A2

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ANNEX 4

Listing of Representative  
Staff Studies and Reports

1. Study of Promotion Progression Patterns:

In connection with discharging the responsibility of the Director of Personnel in the administration of the Agency promotion program, the necessity arose for amplifying Regulation [REDACTED] Promotion, with respect to designating lines of work in which one grade promotions were proper and lines of work in which the normal advancement should be established at two-grade intervals within the GS-5 to GS-11 inclusive range. Accordingly, the Division studied past promotion practices in the Agency as well as promotion progression patterns elsewhere in the Federal Service and prepared proposed changes to the Regulation which define promotion progressions for all Agency positions.

25X1A

2. Study of Agency Supergrade Structure:

A staff study was prepared for the DDCI setting forth the recommendations of the Office of Personnel as to the proper supergrade structure for CIA in terms of: (1) Total number of authorized positions, (2) grade distribution of supergrade positions, and (3) distribution of supergrade positions among major components. This study required a detailed review of supergrade positions and patterns in numerous other agencies. It involved a study of the organizations of the agencies, and a review of general organizational structure throughout the Government Service. As a result of this study we expect that a sound and equitable system for the establishment and control of supergrade positions will be put into effect.

3. Study to Revise Present Promotion Policy and to Assign Career Service Designation to T/O Slots:

Experience obtained from Career Service Boards and Panels indicated that there are times when the concept of promotion for merit, based on a competitive evaluation of an employee's accomplishments and value to the Agency, runs counter to the concept of pay based solely on the classification of the employee's current duties and responsibilities. In recognition of this situation, a staff study was prepared which proposes: (a) to revise [REDACTED] Promotion, to authorize

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25X1A promotions (initially at grades GS-14 and GS-15) in those cases where the individual was competitively selected for promotion but the grade of his slot would not accommodate such promotion, and (b) to revise [REDACTED] Tables of Organization, to provide for the assignment of service designations to T/O slots. This latter policy is considered necessary as a basis for determining requirements and in settling the question as to which Career Service has jurisdiction over the T/O slot.

4. Study of the "Class" System:

A staff study was prepared on this system which recommended (a) that Agency GS positions be divided into four principal classes; (b) that ceilings be assigned to major directorates and T/O's developed in terms of classes; (c) that authority be delegated to operating components to reassign personnel where such reassignment is within the same class and in the same line of work; and (d) that a separate 5% authorization, apart from the T/O, be established for each component to carry non-productive personnel, i.e., those in formal training, in process of security clearance, etc.

5. Executive Development and Personal-Grade Plans:

The Hoover Commission Report (1955) contained a recommendation for the creation of a Senior Civil Service, a provision of which was the association of grades with individuals as opposed to the conventional practice of identifying the grade with the job. This aspect of the Hoover Commission Report was combined with a proposal for development of agency executives in a staff study developed by the Division.

6. Double Step-Increase Pay Incentive Study:

To provide a medium for identifying and recognizing employees whose job performance is superior, a staff study was prepared which recommended a double-step increase within a grade for superior performance.

7. Optional Techniques and Shortcuts in Documenting Agency Positions:

A procedure for using a variety of more efficient techniques to develop and maintain current position descriptions for all Agency positions was developed. The procedure includes the following items: Identical Additional Description, Position Description Amendment, Statement of Differences, Standard Position Description,

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Reinstated Description and Documented Job Information. The procedure incorporates methods used by other Agencies which are adaptable to CIA, including an adaptation of a Position Description Amendment used by the Department of the Interior for which the Classification Chief of the Reclamation Bureau received a meritorious award. The techniques have accelerated the coverage of positions and the maintenance of current descriptions, and will facilitate the achievement of long-range objectives of the Division.

8. Occupational Handbook Supplement for Prevailing Rate Positions:

A supplement to the Occupational Handbook of Classification Titles and Codes was developed to cover all positions paid on a prevailing rate basis in the Agency. Approximately 50 categories of positions are involved. Upon approval of the supplement, now in coordination, it is expected that the supplement will facilitate the uniform and equitable classification of prevailing rate positions.

9. Study of Agency Average Grade Trend:

This study was developed to outline the trend of the Agency average grade over a period of six years. Included were an analysis of the reasons for the upward trend, conclusions regarding the significance of the trend, and recommendations to the Director with respect to action required to achieve a sound position structure for the Agency.

10. Study of Incentive Pay for Foreign Language Proficiency and Area Knowledge:

In response to a request from the Director of Training, a study was made of a plan to award incentive pay for acquisition of language and area knowledge skills. The policies of the British Intelligence Service, the Department of State, and the Foreign Operations Administration were reviewed to determine the precedent for such a proposal. However, while the plan had apparent merit, the study indicated that there was no general agreement within the agency as to the need for specific language and area knowledge for particular positions. Therefore granting of incentive pay for language or area study was deferred for later review.

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